



Presented at the MA Interagency Residential Provider Forum  
William P. Martone  
10/29/10

## Presentation Overview

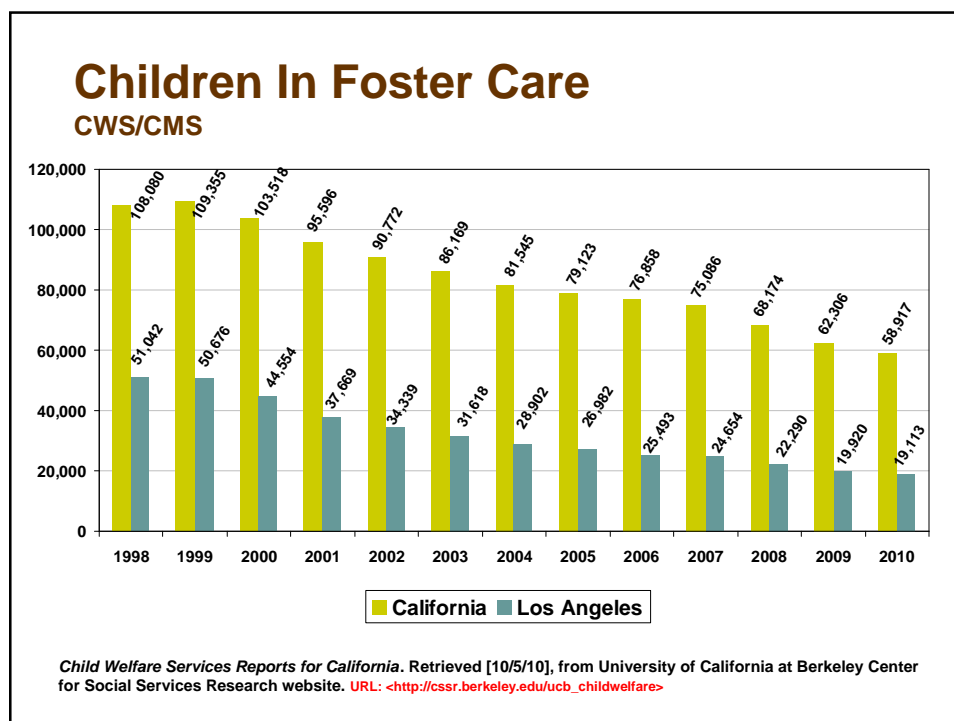
- I California Perspective
- I Agency History
- I Our Residential Program Today
- I Key Issues in Change

## Transformation Challenges & Benefits - Martone (CA)

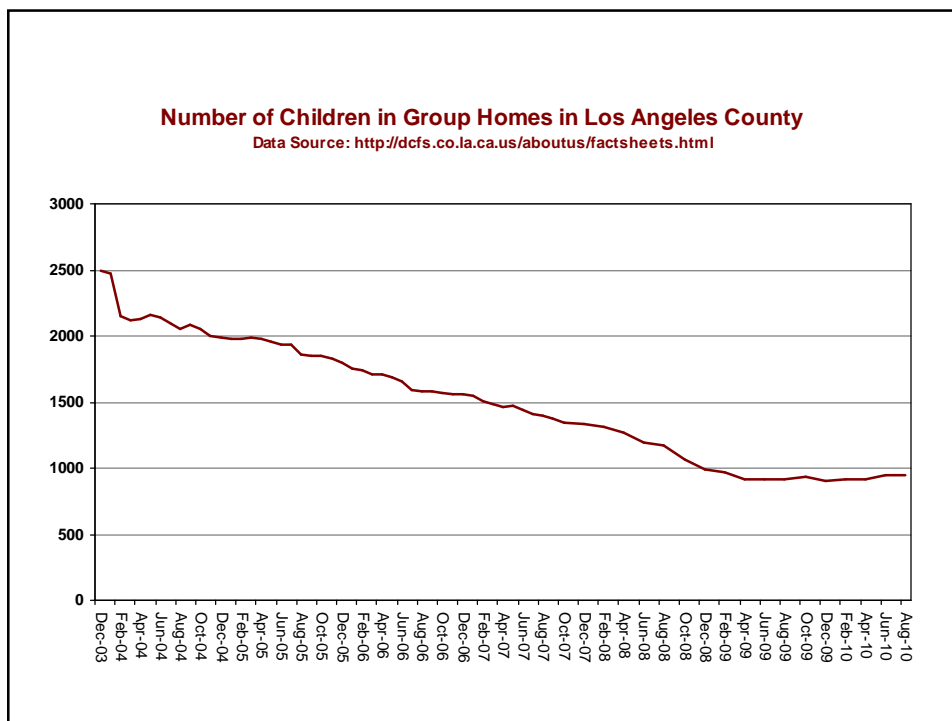
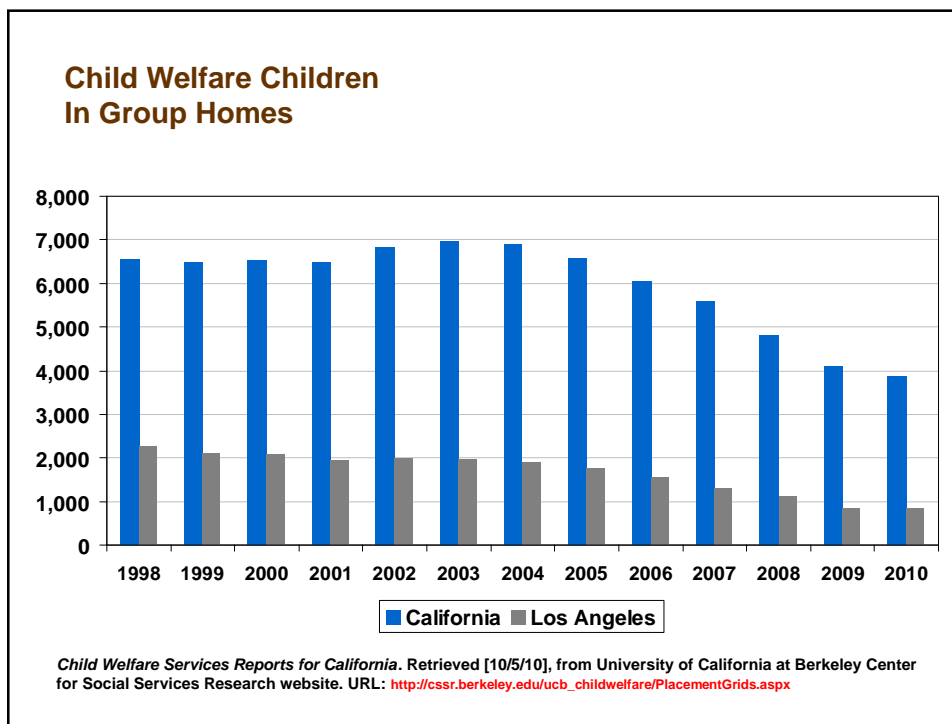


## Transformation Challenges & Benefits - Martone (CA)

County Population Information		
	Los Angeles County	California
Population, 2009 estimate	9,848,011	36,961,664
Population, percent change, April 1, 2000 to July 1, 2009	3.5%	9.1%
Population estimates base (April 1) 2000	9,519,331	33,871,648
Persons under 5 years old, percent, 2009	7.4%	7.5%
Persons under 18 years old, percent, 2009	25.4%	25.5%
Persons 65 years old and over, percent, 2009	10.6%	11.2%
Female persons, percent, 2009	50.4%	49.9%



## Transformation Challenges & Benefits - Martone (CA)



## Current Issues in California

### I Changing Role for Residential

#### I State

- § State Residentially Based Services (RBS) stakeholders workgroup
  - § Legislation – Allowing up to four Counties to do Demonstration Rates
- § Under funding of Foster Care – FFA's & Residential
- § Lawsuit on Inadequate Rates
- § Title IV-E Waiver – Los Angeles & Alameda Counties
- § Opportunities with the Waiver
  - § Federal eligibility at point of entry not an issue
  - § Prevention
  - § Reduction of group care to produce cost savings

#### I Los Angeles

- § RBS Workgroup
- § Rate reform – IV-E Waiver

## Current Issues continued

### I Mental Health Services Act

- I Prop 63
- I Implementation
  - § FSP – Children & TAY
  - § Prevention & Early intervention - EBP's in Los Angeles
  - § Housing

### I Katie A Lawsuit

- I Mental Health Services for Foster Children
  - § Treatment Foster Care
  - § Wraparound Services
- I Sued LA County & State
- I LA settled
- I State appealed & special master working on a settlement

## The History of The Sycamores



## Pasadena's First Orphanage

Founded in 1902



The Pasadena Children's Training Society



## The Sycamores' History

At the beginning of the 20th century, a visionary named Fannie Rowland met with 30 of her friends to address a troubling social ill – homeless children – and together in 1902 these women took action to found Pasadena's first orphanage, The Pasadena Children's Training Society.

A two-story yellow Craftsman bungalow at the corner of Wilson Avenue and Del Mar Boulevard served as a welcoming place for babies and children who needed a home. For six decades The Pasadena Children's Training Society remained at the same location. In the mid-1960s a larger, more residential setting was required to care for the increasing number of displaced children and adolescents in the community. An ideal site was found in Altadena and in 1967 The Society relocated and became The Sycamores.

Today this site, with mountains nestled in the background, provides residential treatment, special educational, and mental health services.



## History of Program Development

- 1902** Founded as the first Orphanage in Pasadena – boys & girls
- 1960s** Evolved into Residential Treatment Facility
- 1967** Relocated to Larger Campus in Altadena – began serving only boys
- 1976-87** Expanded From 30 to 60 Boys
- 1985** Developed Nonpublic School
- 1987** Began DMH Day Treatment Program
- 1990** Became an RCL 14
- 1991** Began providing Aftercare
- 1994** Board Initiated a Strategic Planning Process (\$5.8M operating budget – 150 staff)
- 1995** Opened First Community Group Home
- 1996** Opened Community School
- 1996** Opened Second Community Group Home





## History of Program Development

- 1997 Opened Foster Family Agency
- 1997 Developed Intensive In-Home Services – wraparound-like MH funded services
- 1998 Opened Third Community Group Home
- 1998 Opened Family Resource Center
- 1998 Began School Based Mental Health Services
- 1998 Approved for Intensive Treatment Foster Care - *never successfully implemented in LA until 2010*
- 1999 Began Hospital Diversion Program
- 1999 Opened Adoption Agency
- 2000 Opened RCL 14 group home in community – *on grounds of a psychiatric hospital*
- 2000 Began Transitional Living Program
- 2000 Selected for County Wraparound Program - SPA 3 with Vista Del Mar – *Connections*
- 2000 Became JCAHO Accredited
- 2001 Selected for County Wraparound Program – SPAs 4 & 5 with Vista – *Connections*
- 2002 Selected to Expand Transitional Living Program
- 2003 Became a Founding Member of the Los Angeles Training Consortium
- 2004 Began ResWrap (Homeward Bound) Project

## The Sycamores Profile in 2004

### Organizational Size

- \$30,000,000 budget
- 425 Staff

### Services

- Residential and Day Treatment
- Family Resource Center
- Special Education Services
- Wraparound
- Transitional Living Program
- Psychological/Psychiatric Services
- Community Services
  - In-Home Services
  - Foster Family Agency/Adoption Agency
  - Therapeutic Behavioral Services
  - School-Based Services



## Hathaway History



**HATHAWAY  
CHILDREN AND FAMILY SERVICES**

### Hathaway Began as an Orphanage In Los Angeles



In 1919



## Hathaway History

In 1919, the Kiddie Koop orphanage was founded in the rapidly growing metropolitan area of Los Angeles to meet the needs of children whose mothers were deceased, or incapacitated either physically or financially.

This home, originally located on East 28th Street, moved in 1924 to more spacious quarters on South Catalina Street in Los Angeles and again in 1928 to an almost two-acre site in Highland Park. "Paradise Ranch" became home to these children in 1963 when the Trust of legendary filmmaker, Cecil B. DeMille, bequeathed his 300-acre estate, located in Sylmar, to what had become Hathaway Children and Family Services.

The ranch – renamed the "Children's Village" – offered a scenic setting in the Angeles National Forest for children to receive residential treatment, mental health services, and special education in a nurturing environment.

## Hathaway Profile in 2004

### Organizational Size

- \$ 24,770,791 operating budget
- 375 staff

### Services

- Residential and Day Treatment
- Family Resource Center
- Special Education Services
- Vocational Education
- Psychological/Psychiatric Services
- Community Services
  - In-Home Services
  - Foster Family Agency
  - Outpatient Services
  - Therapeutic Behavioral Services
  - School-Based Services
  - Dual Diagnosis



## The Merger



### Mission Statement

Cultivating hope and resilience to enrich the well-being of children, adults, families, and communities

### Vision Statements

Stronger families.... stronger communities

### Organizational Values

*These values embody the principals applied throughout the organization in its interaction with all individuals, organizations and constituencies*

**Collaborative:** Partnering with others toward a common purpose

**Innovative:** Creating purposeful and flexible approaches in a changing environment

**Quality:** Improving agency performance to achieve desired outcomes

**Diverse:** Respecting differences in all that we do

**Integrity:** Adhering to the highest ethical principles in all aspects of our work

**Leadership:** Creating strategies to guide and inspire

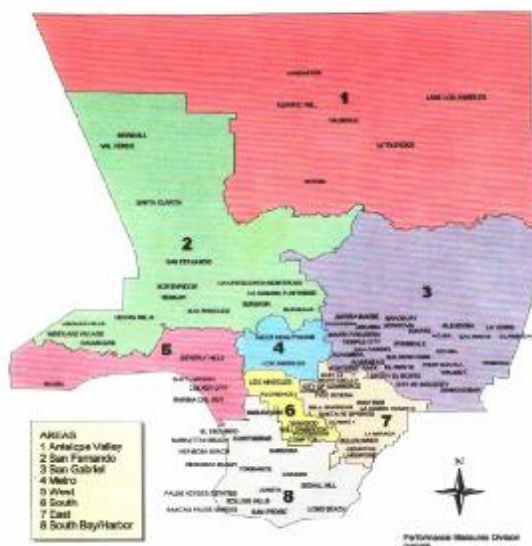
**Accountability:** Assuring responsible, effective and efficient service delivery

**Comprehensive:** Providing a full service network responsive to the needs of children, families and communities

## Programs Offered Today

Program Services
<b>Prevention Services</b> <ul style="list-style-type: none"> <li>-Family Resource Centers</li> <li>-The Center for Grief and Loss for Children</li> <li>-Multidisciplinary Assessment Teams</li> </ul>
<b>Education Services</b> <ul style="list-style-type: none"> <li>-School-Based Mental Health Services</li> <li>-Non-Public School</li> </ul>
<b>Clinic-Based Care</b> <ul style="list-style-type: none"> <li>-Outpatient Mental Health Services</li> <li>-Psychiatric Services</li> </ul>
<b>Home-Based Services</b> <ul style="list-style-type: none"> <li>-Intensive In-Home Services</li> <li>-Full Service Partnerships</li> <li>-Wraparound</li> <li>-Transitional Independent Living Services</li> <li>-Therapeutic Behavioral Services</li> </ul>
<b>Out-of-Home Care</b> <ul style="list-style-type: none"> <li>-Residential Services (RCL -14)</li> <li>-Residentially Based Services (RBS)</li> <li>-Foster Care &amp; Adoption Services</li> </ul>

## LOS ANGELES COUNTY SERVICE PLANNING AREAS (SPAs)



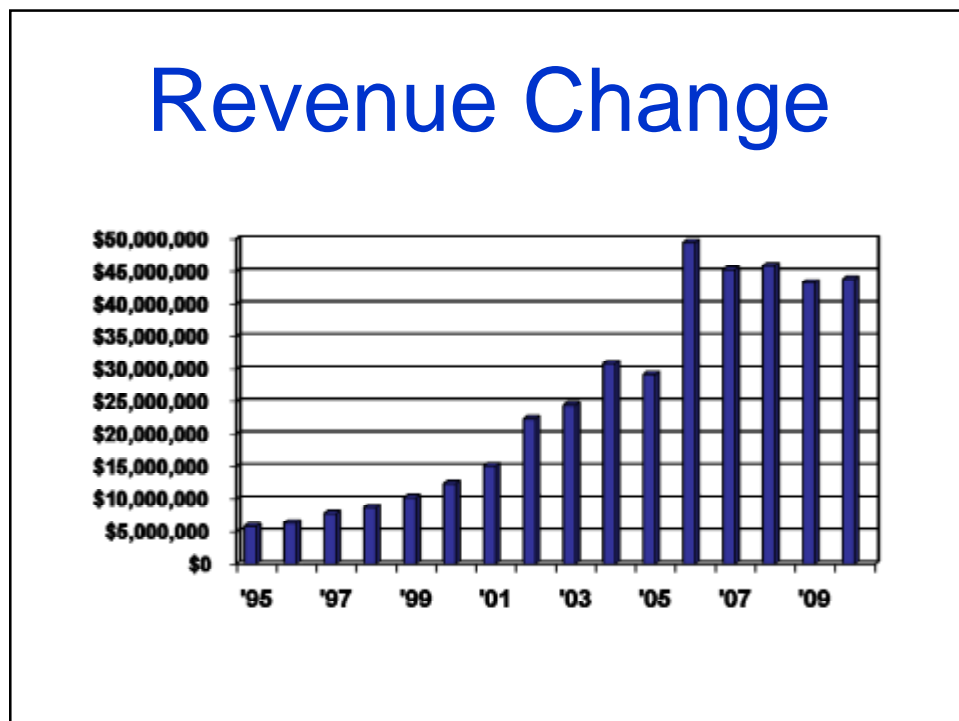
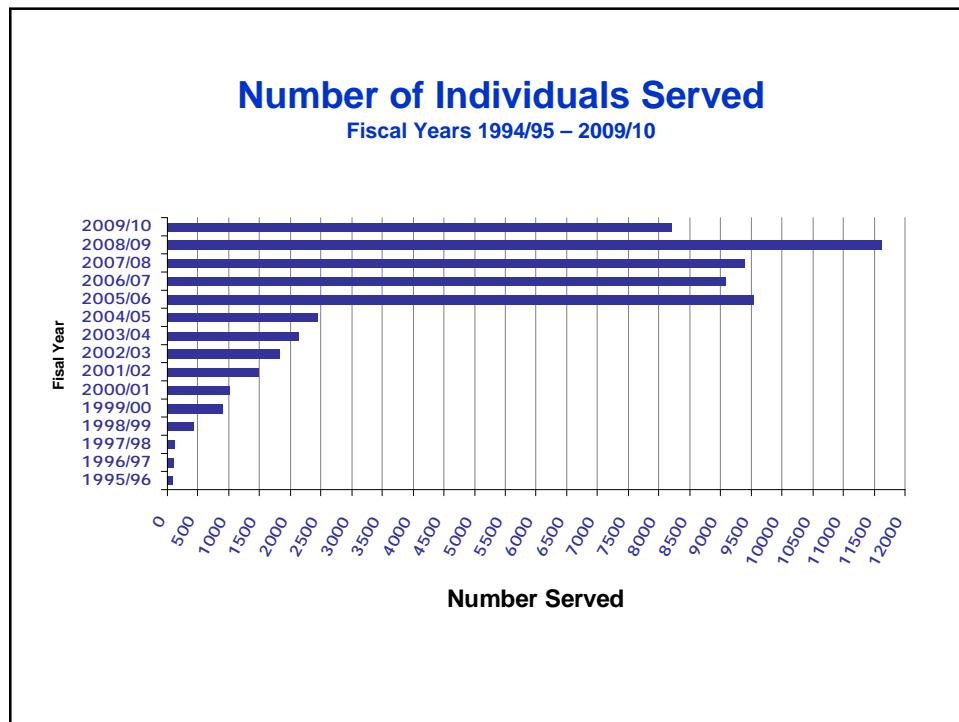
## Transformation Challenges & Benefits - Martone (CA)



### Activity Since Merger

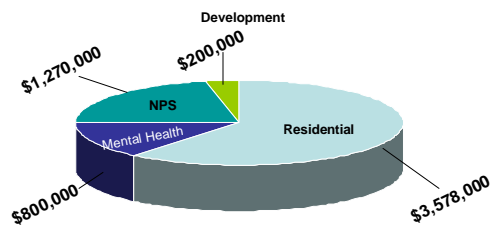
- 2005** Merger Effective 11/1/05
- 2005** Submitted Mental Health Service Act (Prop 63) RFSQ response - December
- 2005** Submitted Wraparound RFSQ response - December
- 2006** Began strategic planning process
- 2006** Notification of Wraparound Expansion – SPA's 1-2- 3-4-5-7-8 with Vista Del Mar – Connections
- 2006** Entire organization accredited by JCAHO in March
- 2006** Created an office in Lancaster
- 2006** Created an office in Commerce
- 2006** Board approved merger with Center for Grief & Loss for Children
- 2007** Exploring NPS on grounds of public school
- 2007** Established School-based services in Lancaster Public School
- 2008** Began First Response Program in South Los Angeles
- 2009** Received Funding to do Crisis Counseling in 9 Schools
- 2009** The Joint Commission Reaccredited Hathaway-Sycamores
- 2010** Opened NPS on grounds of Glendale Public School
- 2010** Began Performance Excellence Project – quest for state/national quality award
- 2010** RBS to begin shortly

And the Journey Continues



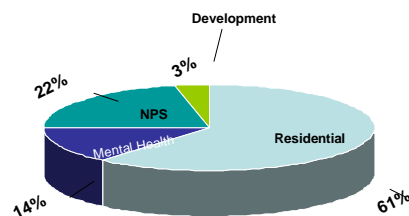
## Fiscal Break Down

in 1994 - The Sycamores - budget of \$5,848,000



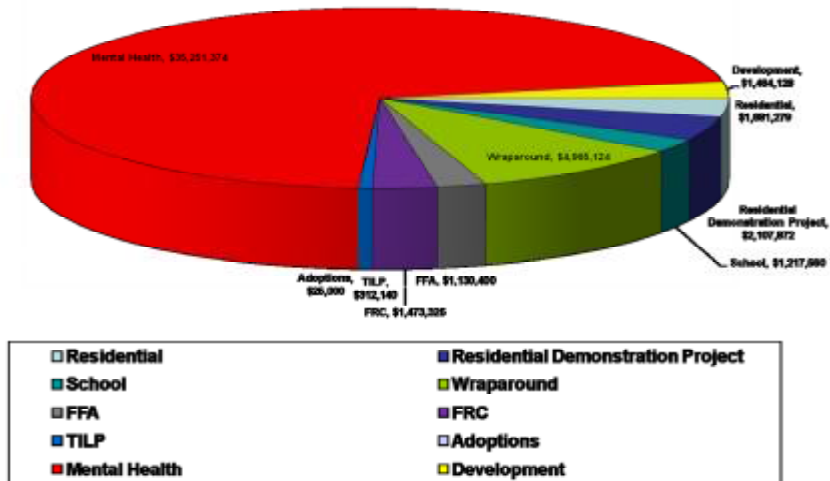
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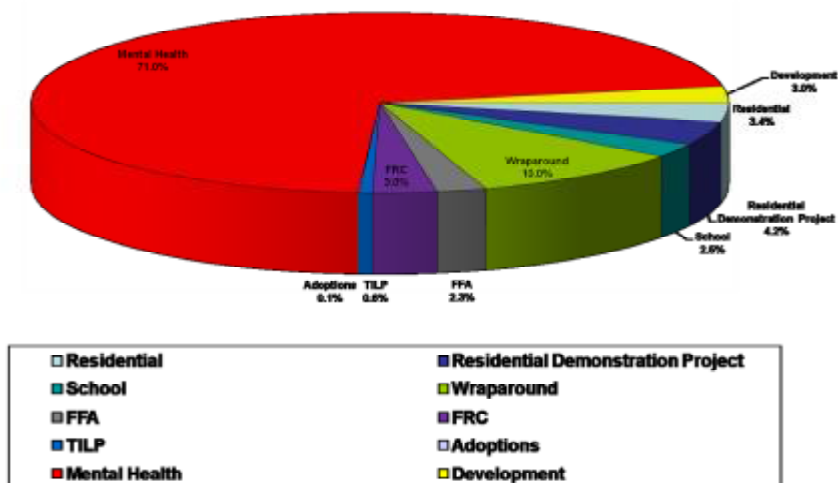
## Fiscal Break Down

Start of FY' 2011 - budget of \$49,715,000

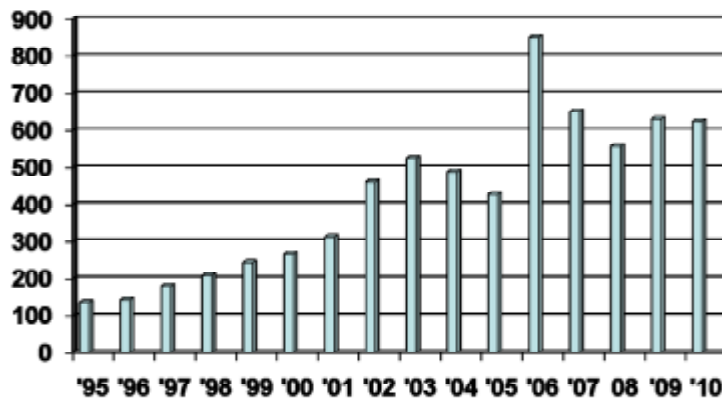


## Fiscal Break Down

Start of FY' 2011 - budget of \$49,715,000



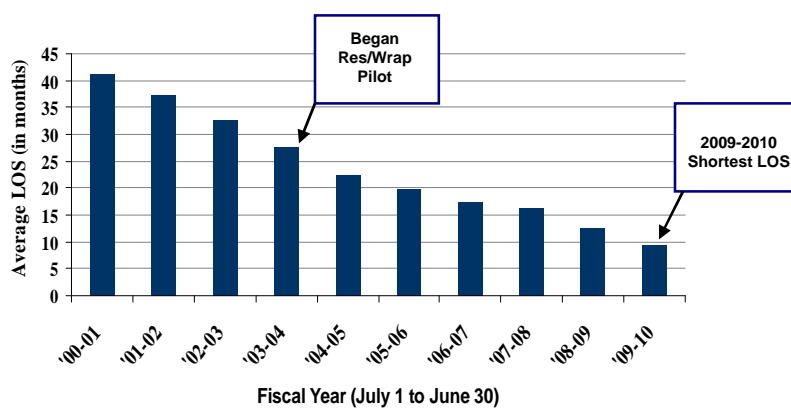
## Personnel



## Our Residential Program Today

- Closed 100 bed facility 14 months after merger
  - Philosophical shift to deliver services in community
  - Overall size of residential services needed
  - Decline in referrals – Los Angeles phenomenon
  - Location of facility and extraordinary site costs
- Closed 24 Community Based Group Home Beds (6 bed facilities)
- Reduced Remaining Residential Campus from 60 – 34 beds
- Demographics/Outcome Results Today – see additional resource section

## Length of Stay (LOS) Trend



## Strategies

<i>Expert determined need and strategy</i>	→	<i>Facilitated family decision-making</i>
<i>Problem focus</i>	→	<i>Need focus</i>
<i>Deficits</i>	→	<i>Strengths</i>
<i>Services</i>	→	<i>Supports</i>
<i>Fit family to available service</i>	→	<i>Tailor service to family uniqueness</i>
<i>Client focus</i>	→	<i>Family &amp; Community focus</i>
<i>Relatively fixed roles &amp; service provision</i>	→	<i>Flexible roles and &amp; service provision</i>
<i>React to crisis</i>	→	<i>Safety planning</i>

**Changing the Metaphor of Placement**  
**The Transformation of a Residential Program**  
**Key Issues in Change**

**Environmental changes**

- | Lack of fiscal resources
- | Lawsuits
- | Rate Reform
- | Growth in community based services

**National Accreditation – JCAHO**

- | Changed our organization
- | Data driven decision making
- | Performance Improvement focus
- | 2010 began Performance Excellence Project – quest for state/national quality award

**Agency-wide implementation of Wraparound Philosophy**

- | Wrap started in 2000
- | Strength based
- | Families as partners
- | Development of Child and Family Team
- | No difference from kids in residential – getting better outcomes in community

**Building Bridges Initiative**

- | Values and Principles continued to drive change
- | Adapted by state Association
- | Adapted into RBS in Los Angeles

**Changing the Metaphor of Placement**  
**The Transformation of a Residential Program**  
**Key Issues in Change**

**Introduction of Parent Partners**

- | From 1 to 40

**Res/Wrap – Homeward Bound Pilot**

- | Combining a RTF with Wraparound Philosophy – importance of Child and Family Team
- | Implemented Res/Wrap in LA County in 2004
- | Four agency pilot
- | Each model varied slightly in approach, but contained core elements
- | Funded through agency wraparound reserves
- | Achieved LOS of 9 months

**Family Search and Engagement**

- | Detective to identified staff

**Directive Supervision**

- | Focus on precision of intervention

## Contact Information

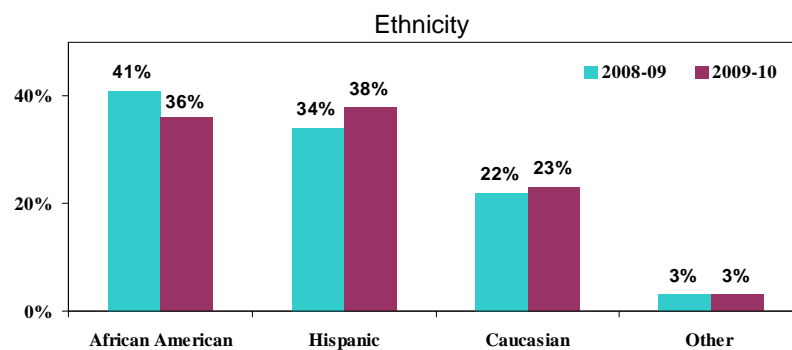
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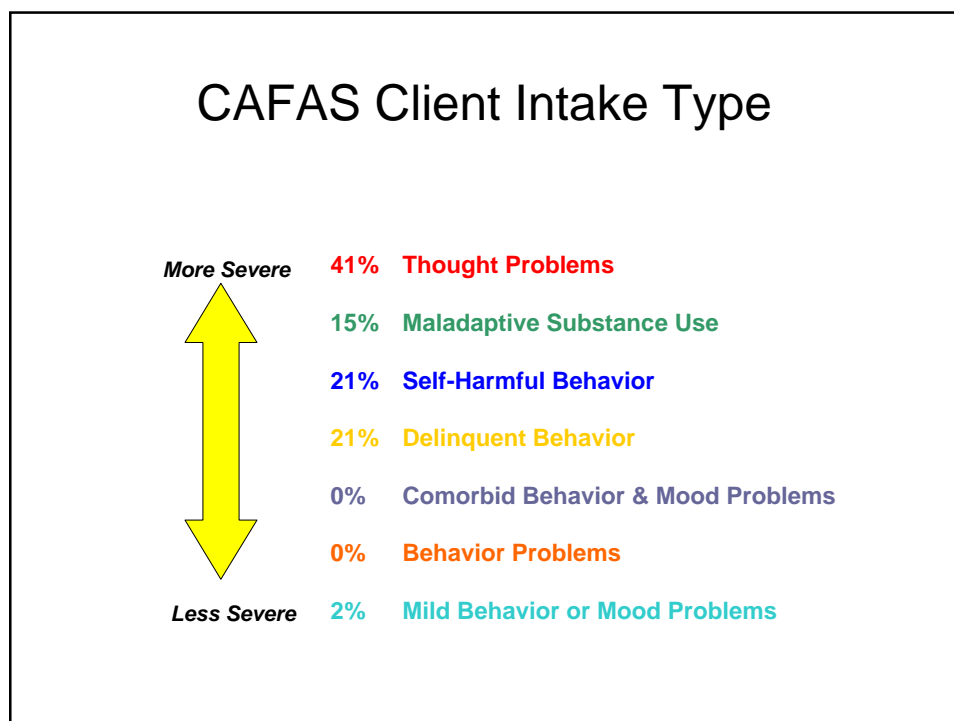
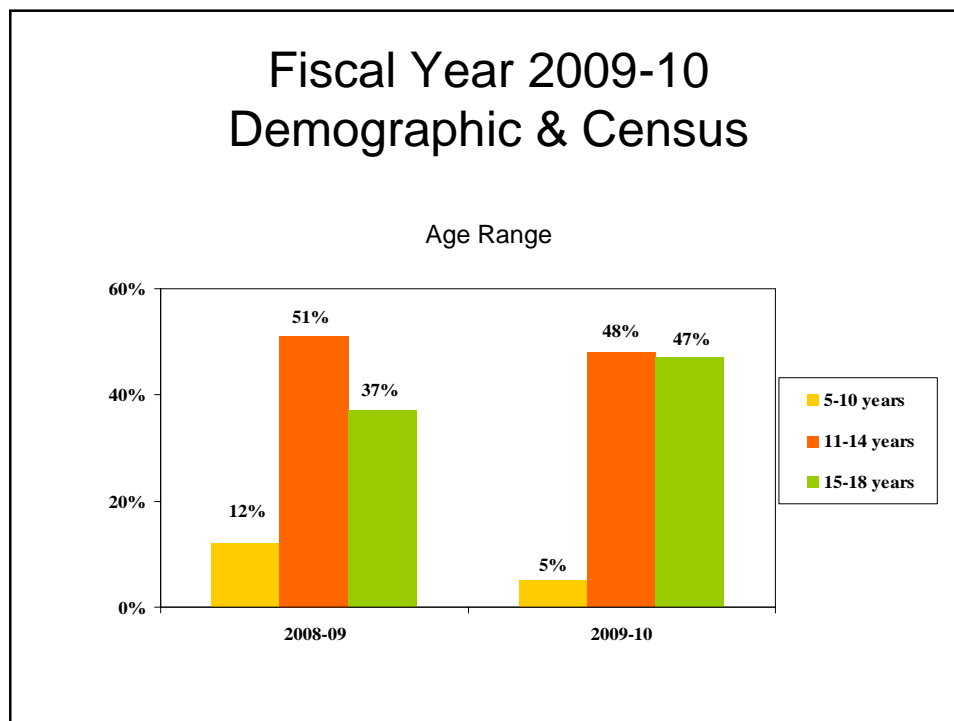
## Additional Resource Information

## El Nido RCL-14 Program Review/Outcome Data

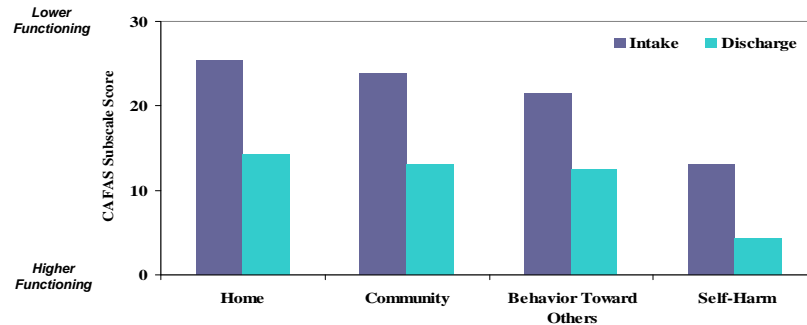


## Fiscal Year 2009-10 Demographic & Census

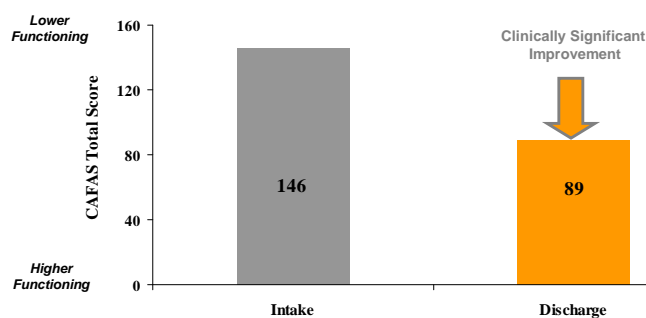




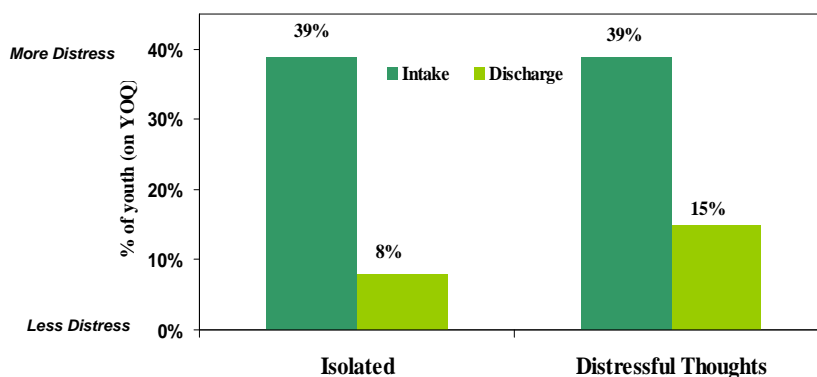
## Residential Youth Improve Behavior Across Multiple Settings



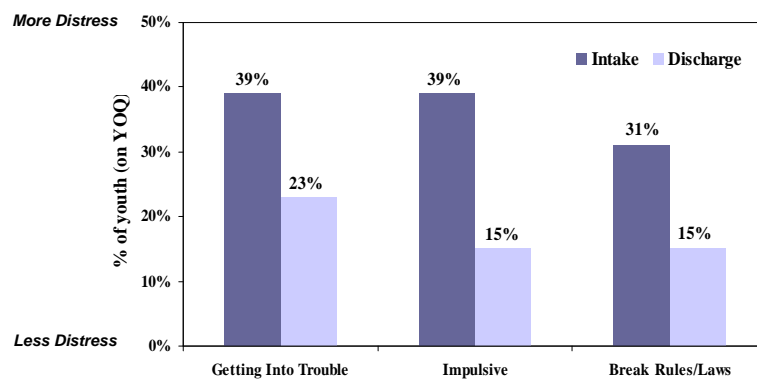
## Residential Youth are Higher Functioning at Discharge



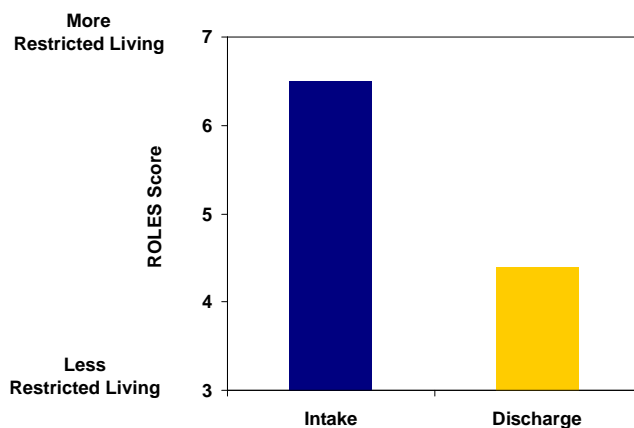
## Residential Youth Experience Less Symptoms by Discharge



## Residential Youth Exhibited More Pro-Social Behaviors by Discharge



## Youth Leave Residential to Return Home



## After Leaving Residential Services, Youth Continued to Thrive

- Twelve Residential caregivers participated in a follow-up study and shared how their child was currently doing after receiving residential services.
  - Since discharge, 92% of caregivers reported that as a result of Residential services:
    - they noticed positive changes in their child.
    - believed their child's mood had improved.
    - their child has had no encounters with the police.

## Families Share How El Nido RCL-14 Changed their Child's Life

*"I am very happy with the services that he received!"*

*"They helped my son a lot!"*

*"They helped my son and supported him to change.  
His behavior is much better."*

*"They gave him some tools to work with and some  
coping skills."*